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/3 Sept,

To: Chief, COAPS

Subject: Management Study of Regional Divisions of ORE.

Reference: Memo, dated 13 September 1950 to the Acting Executive same subject.

1. The Management Staff appreciates the comments made in the above mentioned COAPS' paper, and your comments will be studied with the sole idea of the betterment of CIA operations. Several comments, however, are noteworthy and should be mentioned to you without delay.

2. First, it must be recognized that every statement made in a Management survey is not nedessarily a Management recommendation. One of our primary missions is to report accurately what we find and then in our conclusions and recommendations the Management Staff indicates its opinion in the matter. In your paragraph 5, the subject (which has been proposed many times) that ORE-OSI have translators on their T/O's is not a recommendation of this office. To COAPS' several reiterations that interoffice liaison be handled through or with the knowledge of OCD, we feel it is somewhat redundant inasmuch as there are adequate Agency regulations to provide for this. It should be a fixed understanding by this time that liaison is controlled by OCD. However, There is no regulation that requires every contact be recorded, but rather that once liaison is established contact may be continuing without report, and we feel that this is essential. As such was the intent, it was the purpose of this office

to see to it that that intent is not defeated. As to OCD's ability
to service ORE and OSI analysts that has been a major stand of this
office for the past two years in which basically we have attempted
to assist OCD to provide such services and encourage the other offices
to avail themselves of their such services. The Information Control and
Reference activity is one of the biggest items now pending in this
general category.

3. We want to make particular reference to your paragraph 8
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and to clarify the situation that may be cloudy in your mind. We
recognize that it would be desirable to always wrap all reports and surveys
made into a nice tidy bundle, complete in every respect. However,
experience has taught us that this is not only infeasible, but com-
pletely lacks practicableness. I think COAPS fails will have to recognize,
possibly through lack of experience, that a Management survey of the
type made in ORE is not conducted in a matter of hours, or days, or
even in weeks, but rather over a period of several months. We have
found that where we tried to maintain such a survey until it was all
completed that the first part of the survey was probably out of date
before we even typed it. Like There is an old story that it would be
very difficult to eat an elephant at one stitting, and therefore, we
out
cut him up to little bits and eat him as we are able. Please do not
get the impression that we are being critical of your criticism of us,
enlighten to
but this is merely an attempt to ~~enlighten~~ you that which we have
learned from necessity. Therefore, in order that our surveys will
always be alive and realistic, we divide our workload into segments

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tying the segments together as we move through an organization.

The time factor in any survey is governed by another very necessary

point of view which might be stated as the prime prerequisite of a Management

survey, which is, that no survey can be conducted until the analyst

is thoroughly familiar with the office or activity to be surveyed.

Any further comments ~~that~~ to your memorandum

we will make at a later date.

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